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7 FEB 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

CIA Goals

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The attachment is our response to the request for comments on Agency goals. We took a novel approach to the assignment by asking our co-op assignee, to draft the response. He interviewed staff personnel at length and then selected those thoughts and suggestions that most impressed him. The product then becomes a combination of the insiders' views as presented by an objective outsider's reporting.

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Attachment:
As Stated

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Suggestions on Objectives
06 Feb 1984

1. In response to the request for suggestions regarding Agency goals, the [] has some ideas on how the Agency can improve itself. The general theme of our suggestions centers around the idea that operating elements within the Agency should remember the external mission of the CIA as a whole and act accordingly. It is very easy in any bureaucracy for individuals (and thus components) to become preoccupied with internal matters. While internal matters are important, they should not take precedence over the goals of the Agency as an intelligence gathering organization. The energy and resources of this Agency, then, must not be concentrated solely on internal considerations. Much can be done to help employees better the Agency as a whole.

2. It is often extremely difficult to get many projects done in an efficient manner because such projects often have to go through several departments. These departments must be dealt with one by one at different stages of the task. A better idea would be to have an independent task force made up of one or more specialists from concerned departments. These specialists would handle the project from start to finish in a smooth, continuous fashion. When the project is complete, the task force is disbanded.

3. Another suggestion to improve efficiency is to better inform the rank and file about the dependency of components on one another. A program of interdirectorate rotational assignments for middle-level managers would create a better understanding of how components depend on each other and also open avenues of communication that can improve the ability of the Agency to accomplish its mission.

4. These suggestions along with others should help the Agency's pursuit of improvement. While we should improve our efficiency, we should not expand our role and compete with other government agencies. We should only be active in areas where we have the unique charter and capabilities to do so. It would be nearly impossible for private industry to operate profitably with the conditions in which we operate. The red tape and communication barriers would hinder true efficiency. Therefore, we as an organization must do more to improve with respect to our mission.